



UNITED STATES MARINE CORPS

MARINE FORCES RESERVE
4400 DAUPHINE STREET
NEW ORLEANS, LOUISIANA 70146-5400

EXTRA COPY

ForO 5000.6A

SSEC

14 Aug 98

MASTER DIRECTIVE FILE

FORCE ORDER 5000.6A

From: Commander

To: Distribution List

Subj: HEADQUARTERS MARINE FORCES RESERVE (MARFORRES) STAFF
ORGANIZATION, ROLES, AND MISSIONS

Ref: (a) ForO 1000.9
(b) COMMARFORRES ltr 1000 RD of 8 Jun 98
(c) FMFM 3-1

Encl: (1) MARFORRES Staff Organization
(2) Functions of Chief of Staff
(3) Functions of AC/S G-1
(4) Functions of AC/S G-2
(5) Functions of AC/S G-3
(6) Functions of AC/S G-4
(7) Functions of AC/S Plans and Requirements
(8) Functions of AC/S G-6
(9) Functions of AC/S G-7
(10) Functions of AC/S Facilities
(11) Functions of AC/S Readiness Support
(12) Functions of the Chaplain
(13) Functions of the CO, Headquarters Battalion
(14) Functions of the Comptroller
(15) Functions of the Counsel for the Commander
(16) Functions of Health Services Support Officer
(17) Functions of Public Affairs Officer
(18) Functions of the Regional Contracting Officer
(19) Functions of the Sergeant Major
(20) Functions of Staff Judge Advocate
(21) Sample Delegation Letter For "By Direction" Authority
(22) Sample Staffing Matrix

1. Purpose. To publish the organization, tasks, duties and responsibilities of the MARFORRES General and Special Staffs.

2. Cancellation. ForO P5000.6

3. Background. References (a) and (b) outline recent staff function realignments and structure reorganizations directed by the Commander, MARFORRES (COMMARFORRES). It is the intent of this Order to

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incorporate these changes into a single Force Order and to amplify and/or clarify those portions of reference (c) which relate to MARFORRES staff organization.

4. Effective Date. 14 August 1998.

5. Information

a. The Headquarters, MARFORRES Staff shall be organized per the authorized strength of the current Table of Organization (T/O). , Current MARFORRES staff organization is depicted in enclosure (1).

b. The mission of the MARFORRES General and Special Staffs is to assist the COMMARFORRES in the exercise of command. This includes:

(1) Collection and analysis of information.

(2) Preparation, issuance, and supervision of the execution of force orders and applicable directives and regulations from higher headquarters.

(3) Planning for future operations.

c. Establishment of policy is the sole prerogative of the COMMARFORRES. The MARFORRES staffs, based on their estimates, may recommend new policies. Staff officers may not issue policy directives without the specific approval of the COMMARFORRES in each case.

d. Per Article 1073, U.S. Navy Regulations, 1990 and paragraph 1007.2, Marine Corps Manual, succession to command of MARFORRES during the temporary absence, leave, or Temporary Additional Duty (TAD) of the Commander, shall be as follows:

(1) Deputy Commander

(2) Chief of Staff

e. The chain of command extends directly from the COMMARFORRES to his immediate subordinate commanders. The fact that a staff officer may act within the command channel does not change this official relationship. No circumstance justifies or warrants the interposition of a Staff officer, should the subordinate commander desire to communicate with the Commander.

f. Special Staff officers under cognizance of a General Staff officer will work through the General Staff section exercising primary

interest in their specialties. All other special staff officers will report directly to COMMARFORRES.

g. Within established policies, staff officers may accede to a subordinate commander's request. While Staff officers may act in the command channel for their commanders, there are no circumstances which warrant the interposition of a staff officer should a subordinate commander desire to contact his superior directly.

h. In matters affecting two or more staff sections, the staff officer having primary interest is responsible for coordinating the efforts of all Staff sections concerned. Prior to taking action on any matter of joint interest, the staff officer having primary interest will ensure that the other interested staff sections are afforded the opportunity to comment on the subject.

i. The primary concern of every officer in the MARFORRES headquarters must be to assist the Commander in accomplishing the stated and implied missions of the MARFORRES headquarters. Only through continuous contact and cooperation between the MARFORRES headquarters staff and subordinate commanders can this be accomplished. All heads of General and Special Staff sections will ensure that all members of their sections emphasize cooperation.

j. The COMMARFORRES is responsible to the Commandant of the Marine Corps for performance of such duties as the Commander may be assigned. The COMMARFORRES is responsible for the successful accomplishment of assigned missions and for all that MARFORRES does or fails to do.

k. The Deputy Commander is directly responsible to the Commander and acts for the Commander, when absent, to exercise command or control over activities and matters as directed by the Commander. The functions of the Deputy Commander are summarized as follows:

(1) Acts for the Commander per paragraph 0904, U.S. Navy Regulations, 1990, during such periods as the Commander may be absent from MARFORRES.

(2) Assumes command, as directed, of an advance or rear echelon of MARFORRES which may be established.

(3) Maintains complete familiarity with all activities of MARFORRES, as well as with plans, operations, training and related activities of subordinate agencies of MARFORRES.

(4) Represents the Commander in the execution of tactical and administrative readiness, evaluation and inspections as directed.

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(5) Other duties as may be assigned by the Commander.

l. The Commanding General, 4th Marine Division (4th MARDIV) is a General Officer (USMCR) assigned by the Commandant of the Marine Corps. The Commanding General, 4th MARDIV is responsible to the COMMARFORRES for the successful accomplishment of assigned missions, the performance of such special duties as may be assigned, and for all that 4th MARDIV does or fails to do.

m. The Commanding General, 4th Marine Aircraft Wing (4th MAW) is a General Officer (USMCR) assigned by the Commandant of the Marine Corps. The Commanding General, 4th MAW is responsible to the COMMARFORRES for the successful accomplishment of assigned missions, the performance of such special duties as may be assigned, and for all that 4th MAW does or fails to do.

n. The Commanding General, 4th Force Service Support Group (4th FSSG) is a General Officer (USMCR) assigned by the Commandant of the Marine Corps. The Commanding General, 4th FSSG is responsible to the COMMARFORRES for the successful accomplishment of assigned missions, the performance of such special duties as may be assigned, and for all that 4th FSSG does or fails to do.

o. The Commanding General, Marine Corps Reserve Support Command (MCRSC) is a General Officer (USMCR) assigned by the Commandant of the Marine Corps. The Commanding General, MCRSC is responsible to the COMMARFORRES for the successful accomplishment of assigned missions, the performance of such special duties as may be assigned, and for all that MCRSC does or fails to do.

p. The tasks, duties and responsibilities of the MARFORRES General Staff are specified in enclosures (2) through (11); those for Special Staff members reporting to COMMARFORRES are specified in enclosure (12) through (20). Reference (c) is also germane.

q. Heads of General/Special Staff sections are hereby granted authority to sign routine correspondence "By direction" of the Commander. They may further request, in writing to the Chief of Staff, similar authority for officer assistants acting for them as outlined in enclosure (21). Correspondence signed "By direction" must not fall into any of the following categories:

(1) Disapproval or recommended disapproval of a proposal originated by a subordinate commander.

(2) Statement of opinion and/or policy directed to higher authority.

(3) Correspondence involving readiness or efficiency of the Force.

(4) Correspondence relative to officers' writing of worthless checks, reports of citations for driving under the influence of alcohol or the commission of felonies, or an instance of other unprofessional conduct.

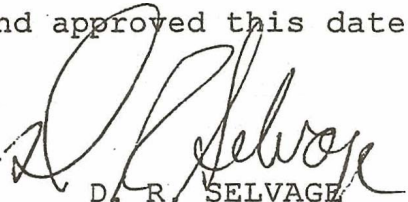
(5) Correspondence which establishes a new policy or modifies an existing policy.

(6) Correspondence which by law or designated authority must be signed by the Commander.

r. Enclosure (22) is a sample staffing matrix to be used by MARFORRES staff officers for projects and issues requiring COMMARFORRES decision that involve multi-department staff inputs and courses of action. Its purpose is to provide a simple means of summarizing staff comments and recommendations and to allow the COMMARFORRES to quickly view the positions of appropriate agencies before taking a decision.

6. Reserve Applicability. This Order is applicable to the Marine Corps Reserve.

7. Certification. Reviewed and approved this date.


D. R. SELVAGE
Chief of Staff

DISTRIBUTION: D

RECORD OF CHANGES

Log completed change action as indicated.

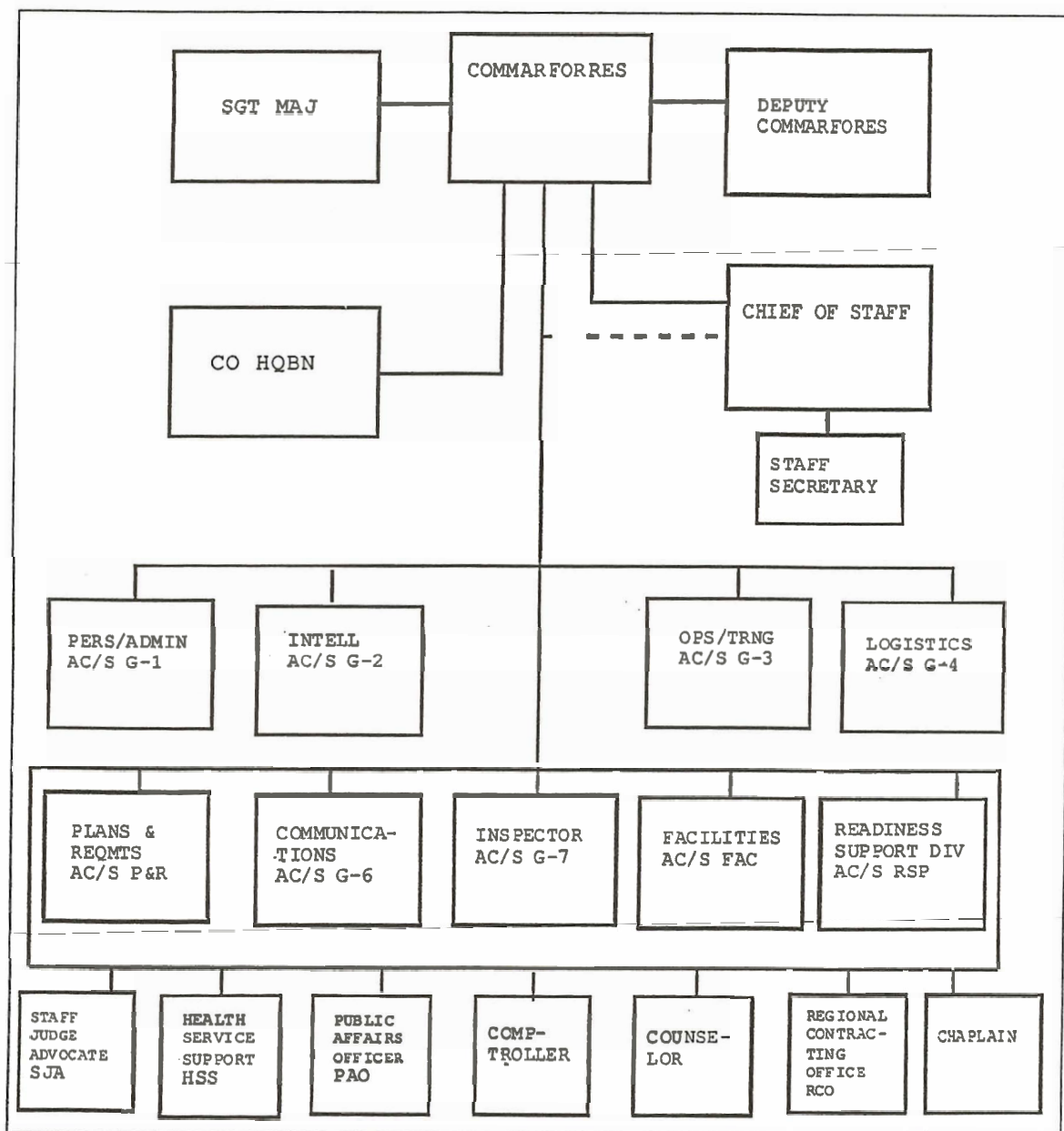
Change Number	Date of Change	Date Entered	Signature of Person Incorporating Change

LOCATOR SHEET -

Subj: HEADQUARTERS MARINE FORCES RESERVE (MARFORRES) STAFF
ORGANIZATION, ROLES, AND MISSIONS

Location: (Indicate location(s) of copy(ies) of this Manual.)

MARFORRES STAFF ORGANIZATION



FUNCTIONS OF THE CHIEF OF STAFF

1. Directs, coordinates and supervises the activities of the General and Special Staffs.
2. Recommends to the Commander, specific duty assignments for all field grade officers assigned to the MARFORRES headquarters based on information developed by the AC/S G-1,
3. Reviews staff proposals and recommends action, especially on administrative matters.
4. Coordinates staff actions involved in the preparation and review of publications and directives promulgated by MARFORRES.
5. Coordinates staff conferences.
6. Coordinates the activities of all sections in connection with official visits, to include assignment of project officers, setting up briefings, honors, meetings, courtesy calls, and entertainment.
7. Coordinates the overall operation of the MARFORRES headquarters.
8. Acts as an advisor to the COMMARFORRES.
9. Represents the Commander, MARFORRES, when authorized.

FUNCTIONS OF AC/S G-1

1. Exercises staff cognizance of all Manpower, Human Affairs, Adjutant, and Personnel functions.
2. Supervises and manages the assignment of all officers assigned to the MARFORRES headquarters, and submits a brief to the Chief of Staff recommending a specific duty assignment.
3. Maintains current Active Duty and Reserve Tables of Organization (T/Os) for MARFORRES and its subordinate units.
4. In coordination with the AC/Ss G-3, P&R, and the Major Subordinate Commands (MSCs), carries out planning and related activities pertaining to modification of MARFORRES structure.
5. Develops MARFORRES's Non-Prior Service (NPS) and Prior Service (PS) Manpower Plans.
6. Monitors the accession of NPS and PS personnel into MARFORRES units according to the Manpower Plans.
7. Assigns missions for Reserve Referral Credits (RRC) and monitors their attainment.
8. Maintains NPS and PS strength and attrition statistics.
9. Monitors unit structure and personnel strengths within MARFORRES utilizing various manpower reports.
10. Monitors reenlistment requests of PS applicants and members of the Selected Marine Corps Reserve (SMCR) seeking enlistment/reenlistment into the SMCR, that are submitted from either the SMCR unit or MCRSC.
11. Assigns and monitors the attainment of Active Duty personnel reenlistment goals promulgated by Headquarters Marine Corps.
12. Conducts annual Reserve Career Planning Schools (CPS) and assists SMCR units in executing Career Planning Programs (CPP).
13. Prepares officer nomination packages for personnel from units that are Force assets.
14. Monitors the Family Advocacy Program (FAP).

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15. Monitors MARFORRES Active Reserve (AR) Program structure and personnel assignments. Recommends modifications.
16. Monitors all AR applications from MARFORRES units and provides recommendations for selection to the AR Program.
17. Assists in the development of requirements and locates personnel to augment SMCR units, Reserve Support Units (RSUs), and Regular and Reserve exercises. Provides administrative support and control. Coordinates fiscal considerations with the MARFORRES Comptroller.
18. Processes requests for officer augmentation from the Reserve Component (RC) to the Active Component (AC).
19. Endorses SMCR officer requests for interservice transfers.
20. Acts as force coordinator for the Transition Assistance Management program (TAMP), including management of funds.
21. Manages the Tuition Assistance Program (TAP).
22. Maintains staff cognizance of the Substance Abuse Program (SAP).
23. In coordination with the Force Comptroller, ensures that changes to MARFORRES personnel structure are incorporated into the Program Objective Memorandum (POM) process, as required.
24. Maintains staff cognizance of the Manpower Requirements Determination Program (MRDP) to analytically ascertain the requisite staffing levels for each active duty staff of a unit/command.
25. Acts as coordinator for the non-FMF (AR and civilian billets) Program Objective Memorandum (POM) submitted to Headquarters Marine Corps.
26. Coordinates with the Force Comptroller, funding for personnel augmentation requirements.
27. Provides management of civilian personnel matters to include direct liaison with the New Orleans Human Resources Officer.
28. Acts as coordinator for the MARFORRES Family Readiness Support Program (FRSP). Provides guidance for, advice to, and assistance as required in the training of command appointed Family Readiness Officers (FROs) and Key Volunteers Program coordinators.
29. Manages the MARFORRES Morale, Welfare and Recreation (MWR) program.

Enclosure (3)

FUNCTIONS OF AC/S G-2

1. Functions as the senior intelligence officer of MARFORRES in all intelligence related matters, both internal and external to MARFORRES.
2. The G-2 has staff cognizance of all MARFORRES Force Level intelligence units: Interrogator-Translator Teams (ITTs), Counter-Intelligence Teams (CITs), 4th Sensor Control and Management Platoon (SCAMP) and the 4th Force Imagery Interpretation Unit (FIIU).
3. In coordination with the AC/S G-3, MSCs, and Active Component MARFORs, coordinates and recommends appropriate Annual Training (AT) and/or other periods of active duty assignments for SMCR intelligence units and personnel. Monitors intelligence training, provides unit evaluations and reports, and conducts staff visits, as required.
4. Provides advice, guidance, and assistance to ensure that all non-intelligence personnel in the command receive required/need to know, information on intelligence matters.
5. Maintains current Statements of Intelligence Interests (SII) for MARFORRES and subordinate units.
6. Maintains a current intelligence library, as required by Marine Corps directives.
7. Provides overall supervision of the MARFORRES Security Manager.
8. Provides overall supervision of the Special Security Office and the Special Security Officer (SSO).
9. Serves as a member of the AC/S G-3 Operations Security Committee.
10. Serves as the primary point of contact for advice and assistance regarding mapping, charting, and geodesy.
11. In coordination with the AC/S G-6, determines requirements, coordinates operation, training and fielding of all intelligence systems.
12. In coordination with the AC/S G-7, manages intelligence oversight programs for the command.

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13. Serves as the MARFORRES Occupational Field 02 Sponsor for intelligence personnel and provides recommendations to the AC/S G-1 on assignment of intelligence personnel (Active, AR, and Reserve).
14. Validates all requests for intelligence production or information to higher and adjacent commands and agencies.

Enclosure (4)

FUNCTIONS OF AC/S G-3

1. Develops, manages, and ensures proper execution of the MARFORRES Training, Exercise and Employment Plan (TEEP). Provides analysis and reports relative to the TEEP as required. Publishes weekly situation reports (SITREPs) and other required reports to HQMC.
2. Is point of contact (POC) for the COMMARFORRES on all operational matters. Coordinates with higher, parallel and subordinate commands/or agencies with regards to MARFORRES training/operations and published letters of instruction (LOIs); execution and deployment orders for COMMARFORRES-directed training, including joint and Out of Continental United States (OCONUS) training.
3. Manages all MARFORRES counter drug operations, both individual and unit augmentation.
4. Manages MARFORRES Innovation Readiness Training program (formally known as the civ-mil program).
5. Establishes, supervises and operates the MARFORRES Crisis Action Center (CAC) during mobilization/activation, mobilization exercises, disaster relief operations and on other occasion as deemed necessary by the COMMARFORRES.
6. Develops and updates annually the MARFORRES Mission Essential Task List (METL).
7. Manages MARFORRES NBC training and equipment to include the Force NBC inspection program and the Single Site Storage Facility.
8. Ensures MARFORRES compliance with Training Readiness Oversight (TRO) requirements as defined by Marine Corps Orders.
9. Prepares and submits the MARFORRES Command Chronology.
10. Manages the MARFORRES Anti-terrorism/Force Protection (AT/FP) Program.
11. Processes tactical air support requests and coordinates and deconflicts all air support requests involving 4th MAW aircraft.
12. Analyzes and submits Status of Resources and Training Systems (SORTS) reports as required, to include drafting the JMMR for the COMMARFORRES signature.

13. Manages MARFORRES disaster relief/support to civilian authority operations to include the propagation of COMMARFORRES policy/guidance.
14. Develops and maintains the local disaster preparedness plan for MARFORRES and provides liaison with the Naval Support Activity, New Orleans, in preparing for and executing local disaster Operations.
15. Provides MARFORRES school training management for MOS training, PME and Staff Training Courses. Manages requirements involving the By Name Assignment System, Training Input Plans and the Training Budget Allocation.
16. Acts as the MARFORRES POC to the Marine Corps Combat Development Command (MCCDC) on all initiatives to reduce training time and/or develop alternative training methods to increase force readiness.
17. Has staff cognizance for the Marine Corps Reserve Shooting Team.
18. Staff sponsor for 3d and 4th ANGLICOs; 3d and 4th CAGs.

Enclosure (5)

FUNCTIONS OF AC/S G-4

The AC/S, G-4, is the principal Staff assistant in ground logistic matters and the combat service support functions and has staff responsibility for the following:

1. Supervises all aspects of the MARFORRES maintenance program.
2. Manages the fielding, distribution, accountability, and disposition of all principal end items within the Force.
3. Provides engineer resource guidance while monitoring engineer personnel, equipment, and training; includes oversight of the fielding of all Force engineer assets.
4. Provides supervision of all motor transport maintenance and operations functions; includes oversight of the fielding of all Force motor transport assets.
5. Provides supervision of all ordnance asset maintenance and operations functions; includes oversight of the fielding of all Force ordnance assets.
6. Provides functional and administrative support, including database development, of mainframe and client/server Automated Information Systems pertaining to supply and maintenance management.
7. Coordinates food service support for training and operations and serves as the commodity manager for food service equipment.
8. Provides oversight and assistance of MARFORRES daily supply operations.
9. Provides guidance and policy for shipping ammunition in peacetime and during mobilization.
10. Provides guidance in all strategic mobility and embarkation matters in peacetime and during mobilization.
11. Provides guidance and policy for all freight and passenger transportation matters in peacetime and during mobilization.
12. Provides assistance and guidance in logistics concerns during the preparation and execution of all Force-level operations.

FUNCTIONS OF AC/S P&R

The Assistant Chief of Staff (AC/S), Plans & Requirements (P&R), is the principal staff officer responsible for the synchronizing of the following functions:

1. Coordinates all deliberate planning of OPLANs and exercises, and builds Time-Phased Force Deployment Data (TPFDD) for all MARFORRES units, as required.
2. Coordinates the development of a Mobilization Management Plan (MPLAN) for Marine Forces Reserve as directed in the Marine Corps Capabilities Plan (MCP) and the Marine Corps Mobilization Management Plan (MPLAN).
3. Conducts Synchronization Planning Group (SPG) meetings to coordinate efforts of action officers from the MARFORRES staff and each MSC regarding all pending structure initiatives.
4. Coordinates staff and MSCs efforts regarding mobilization planning as well as making liaison for all Force Deployment Planning and Execution (FDP&E) issues.
5. Serves as functional sponsor of the Global Command and Control System (GCCS). Provides systems administration and security expertise in coordination with G-6 (technical sponsor of GCCS) during the implementation phase.
6. Coordinates Force Structure issues with Headquarters Marine Corps, MCCDC (Total Force Structure Division) and provides guidance to the MSCs and Force Level Units on structure issues.
7. Serves as focal point for force structure changes to include coordination of 5400 bulletin process associated with relocation of force assets/resources and acts as principal staff coordinator for all MARFORRES structure initiatives involving activations, deactivations, redesignations, and relocations.
8. Acts as the coordinator for NGREA submission.
9. In conjunction with MARFORRES Comptroller, assists in the preparation of Congressional funding enhancements requests.
10. Coordinates staffing for Fleet Operational Need Statements (FONS), Mission Needs Statements (MNS), and Operational Requirements Documents (ORDS).

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11. Coordinates and maintains the Integrated Priority List (IPL) in support of the CINCs' warfighting capabilities.
12. As directed by the MARFORRES Chief of Staff, coordinates the Requirements Oversight Committee (ROC).
13. Coordinates the staffing of annual Reserve Forces Policy Board (RFPB) issues.

Enclosure (7)

FUNCTIONS OF AC/S G-6

1. Serves as the Assistant Chief of Staff for Command, Control, Communications and Computers.
2. Serves as MARFORRES functional manager of:
 - a. Communications-related Occupational Fields to include 06, 25, 28, 40, and 59.
 - b. All Alpha and Hotel Table of Authorized Material/Table of Equipment (TAM TE) and Automated Data Process Equipment (ADPE) resources.
 - c. Communications-related training for the above Occupational Fields.
3. As directed, serves as the MARFORRES Communication Information Officer (CIO) for office automation matters.
4. Provides the following:
 - a. User training for C4 related T/E and office automation.
 - b. Network Conductivity for external systems such as NIPR/SIPR, Global Command and Control System (GCCS), AUTODIN/Defense Message System (DMS and Digital Switched Network (DSN)).
5. Serves as Contracting Officer Responsible (COR) for the Internal MARFORRES ADPE programs, and provides network management and oversight as required.
6. Serves as the MARFORRES representative when dealing with external communications agencies such as Defense Information Systems Agency (DISA), Naval Telecommunications Command (NAVTELCOM), HQMC C4I, Office of the Secretary of Defense C3I (OSD C3I), Marine Corps Systems Command (MARCORSYSCOM), Marine Corps Combat Development Command (MCCDC) and others as required.
7. Serves as the Force Classified Material System (CMS) Manager.
8. Serves as the G-6 for MARFORRES and its separate Battalions/Detachments, 4th MARDIV, 4th MAW, 4th FSSG in conjunction with the SMCR G-6 staffs within each MSC.

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9. Provides force communication electronic maintenance management and support.
10. Serves as the focal point and approving authority for Force C4 issues and information services.
11. Provides emergency communications support to the MARFORRES headquarters during times of natural disaster.
12. Provides C4 operations and exercise planning and coordination support for MSCs.
13. Acts as the Force representative to the USMC Information Technology Steering Group (ITSG).
14. Conducts the C4 portion of the Command Inspection Program (CIP).

Enclosure (8)

FUNCTIONS OF AC/S G-7

1. Supervises the MARFORRES Command Inspection Program (CIP).
2. Coordinates the scheduling of non-MSD/Force Unit CIP inspections.
3. Reviews provided non-MSD/Force Unit inspection reports and trip reports, and schedules periodic meetings with designated representatives of the General and Special staff to ensure up-to-date maintenance of records on Reserve units relative to mobilization readiness and CIP standards.
4. Coordinates with the AC/S G-1, G-2, G-3, G-4, P&R, G-6, Facilities; Comptroller, Staff Judge Advocate, Supply Officer and Chaplain, on technical inspections under their cognizance.
5. Reviews external agency inspections of non-MSD/Force Units, to include maintaining reports of inspections, disseminating inspection results, and ensures they are analyzed for possible trends and problem areas.
6. Coordinates with the MARFORRES Comptroller for CIP funding.
7. Has cognizance of the Request Mast Program. Interviews personnel requesting mast with the COMMARFORRES, coordinates staff input and arranges Marine's audience with the COMMARFORRES.
8. Has cognizance of Department of Defense inquiries concerning allegations of improprieties within MARFORRES.
9. Has cognizance of MARFORRES Equal Opportunity Program (EOP), including coordination with the AC/S G-3 for scheduling required leadership and annual sexual harassment classes.

FUNCTIONS OF AC/S FACILITIES

1. Manages the real property facilities projects program including maintenance, repair, and minor construction projects for Marine Corps owned training centers and for exclusive Marine Corps space in joint training centers.
2. Manages the armory security program including the planning and programming of armory hardening projects.
3. Coordinates and monitors Military Construction Naval Reserve (MCNR) projects for programmed construction of new training centers.
4. Coordinates and monitors State Joint Reserve Services Component Facilities board representation.
5. Manages the Family and Bachelor Leased Housing Program.
6. Coordinates, monitors, and reviews Interservice Support Agreements (ISAs) involving base support funds including host-tenant agreements at joint training centers.
7. Manages ground safety and energy conservation programs.
8. Coordinates with the MARFORRES Comptroller on all O&MMCR subhead .27A0 Facilities budget, midyear review, and POM requirements.
9. Maintains cognizance over the performance of duties of the Safety Manager.
10. Coordinates and supervises all aspects of the Ground Safety Program. Manages, monitors and advises the Commander on the Ground Safety Program.
11. Manages the Environmental Program.
12. Manages the environmental projects program for Marine Corps owned training centers and for exclusive Marine Corps space in Joint Training Centers.
13. Maintains COMPTRAX, budgets for environmental projects and coordinates the execution of environmental projects.
14. Prepares National Environmental Policy Act documentation and coordinates the Environmental Impact Review Board.

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15. Coordinates and supervises the Envifonmental Compliance Evaluation Program which is designed to achieve and maintain environmental compliance for all MARFORRES units.

16. Coordinates the Environmental Training and Pollution Prevention Programs for all MARFORRES units.

Enclosure (10)

FUNCTIONS OF AC/S READINESS SUPPORT

1. Exercises staff cognizance over five of the seven functions of the Readiness Support Program. Those five functions are:

a. Planning for, and upon mobilization oversight of, Reserve Training Center Site Maintenance and Administration in coordination with the AC/S Facilities.

b. Planning for, and upon mobilization oversight of, Casualty Assistance in cooperation with the AC/S G-1.

c. Planning for, and upon mobilization oversight of, Family Assistance in cooperation with the AC/S G-1.

d. Civil-Military Activities/Disaster Relief in cooperation with the AC/S G-3.

e. Community Outreach in cooperation with the AC/S PA.

2. Exercises staff cognizance over the personnel management and training of Peacetime Wartime Support Team (PWST) personnel throughout the Force. This will include:

a. T/O structure management.

b. Identification of Manpower Recruiting goals and coordination of ongoing efforts to maintain the personnel viability of the program in conjunction with CG MCRSC (Prior Service Recruiting Division).

c. Program budgeting for PWST ADSW, ATP/RMP usage, Annual Training of new PWST personnel.

d. Development and conduct of the Annual Training Course for new PWST Personnel.

3. Exercise staff cognizance over Mobilization Training Issues to include:

a. RSP inclusion in mobilization plans and SOPs.

b. Oversight of Mobilization specific annual training events and exercises (MOBEX's and MRTCEX's).

c. Pre-assignment program management for RSP personnel.

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4. Exercise staff cognizance over Force Readiness plans and programs to include:

a. The preparation and presentation of force readiness briefings as required.

b. The development and submission of annual readiness improvement updates to COMMARFORRES.

c. Monitoring the implementation of the Force Readiness Implementation Plan and subordinate unit Readiness Improvement Plans.

Enclosure (11)

FUNCTIONS OF THE CHAPLAIN

The Force Chaplain is the cognizant staff officer regarding chaplain matters and policy within MARFORRES. Responsibilities include but are not limited to the following:

1. Advise the COMMARFORRES in matters pertaining to the MARFORRES Command Religious Program (CRP), chaplain matters and the uniqueness of reserve issues affecting chaplains and RPs.
2. Administer the MARFORRES Chaplain section.
3. Determine the assignment of chaplains and RPs to various units.
4. Exercise professional supervisory authority over all chaplains, RPs and those Marines who are employed in religious programming as administered or operated by MARFORRES.
5. Provide guidance to commanders at each echelon concerning the appropriate and effective utilization of chaplains.
6. Provide assistance to unit commanders of chaplains in the preparation and/or marking of performance reports.
7. Assist commanding officers of units without a chaplain in obtaining assistance in carrying out a CRP.
8. Make familiarization and periodic visits to drills, Annual Training and exercises sites, and to mobilized units.
9. Participate in MARFORRES readiness visits and inspections of unit CRPs and chaplain activities.
10. Coordinate/review all orders written by COMNAVRESFOR regarding chaplains and RPs of MARFORRES to ensure that all units have adequate professional resources to administer a comprehensive CRP.
11. Provide guidance for a Force-wide Religious Lay Reader training program.
12. Advise the Chaplain of the Marine Corps regarding specific matters affecting the MARFORRES CRP, chaplains and RPs in Program 9.
13. Provide liaison with the MSC Chaplains within MARFORRES and CO'S OF MEFREL units as well as Command Chaplains of other active commands,

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in order to plan and implement cooperative activities and training requirements.

14. Ensure all chaplains and RPs perform their Annual Training with their mobilization activity; approve requests via MSC Chaplains for exceptions to Annual Training.

Enclosure (12)

FUNCTIONS OF COMMANDING OFFICER, HEADQUARTERS BATTALION

1. The Commanding Officer, Headquarters Battalion is a separate organizational commander within MARFORRES with the same responsibilities and authority as any other Commanding Officer, as provided for in the U.S. Naval Regulations and the Marine Corps Manual.
2. The Commanding Officer, Headquarters Battalion serves in, the additional capacity as the Headquarters Commandant. As Headquarters Commandant, the Commanding Officer, Headquarters Battalion serves as a Special Staff officer under the cognizance of COMMARFORRES, with respect to the local security, movement, and administrative support. Responsibilities include, but are not limited to the following:
 - a. Provides administrative and training support to the MARFORRES staff to include the collocated Major Subordinate Commands (MSCs) of 4th MARDIV, 4th MAW, and 4th FSSG.
 - b. Provides reserve administration support to the reserve units that drill at 4400 Dauphine Street, New Orleans, LA.
 - c. In coordination with the cognizant Security Manager, provides administrative support for issuance and withdrawal of security clearances, and maintains security clearance and access rosters for the MARFORRES staff, to include the MSCs.

FUNCTIONS OF COMPTROLLER

1. Advises the COMMARFORRES in all matters pertaining to fiscal policy and administration.
2. Maintains records and reports, and acts as administrator for all appropriated funds and reimbursements thereto.
3. Exercises technical supervision over the financial and accounting functions of MARFORRES.
4. Advises and assists in the formulation and execution of Marine Corps programs by analyzing the financial aspects of all short-range, mid-range, and long-range programs and develops recommendations regarding funding and budgeting.
5. Acts as coordinator for all audits, management surveys, reviews and cost studies conducted by external agencies.
6. Develops guidelines for the collection, analysis, and coordination of statistical cost data.
7. Responsible for the formulation, justification and execution of MARFORRES budgets.
8. Coordinates and prepares MARFORRES POM, midyear review and Congressional Enhancement List for O&MMCR and RPMC Appropriations.
9. Coordinates with the AC/S G-4 on the annual submission of the Transportation of Things (TOT) budget.
10. Manages the Resource Evaluation and Analysis Program and Internal Control Program (ICP), to include compliance with the Prompt Payment Act.
11. Exercises supervision over the Disbursing Section.
12. Maintains supervision over fund administrators and ensures their compliance with appropriate existing financial management instructions promulgated by MARFORRES.
13. Coordinates with the AC/S G-4 and AC/S Facilities in the review/preparation of Interservice Support Agreements (ISAs) and Memorandums of Understanding (MOUs) issued and received by MARFORRES.

FUNCTIONS OF COUNSEL

Counsel, MARFORRES is a civilian attorney who is a member of the Office of General Counsel, Department of the Navy. Counsel reports to the Counsel for the Commandant of the Marine Corps and is responsible for legal advice to the COMMARFORRES and his Staff; MSCs; Headquarters Battalion; I&I staffs and units in the following areas:

1. Environmental Law and Land Use: National Environmental Policy Act compliance (EIS and EA), Clean Air Act, various water quality control acts, RCRA, CERCLA and other environmental statutes and programs; Natural resource protection and real estate issues.
2. Government Contract/Business and Commercial Law: Contract formation, solicitation, award, performance, protests, defaults, claims and litigation.
3. Labor and Civilian Personnel Law: EEO law, complaints, appeals and litigation; civilian disciplinary actions, appeals and hearings, personnel issues and investigations; labor relations and union issues, grievances, arbitrations, unfair labor practice charges, contract negotiations.
4. Government Ethics: Primary legal advisor for Marine Corps Reserve Toys for Tots program, and with the Staff Judge Advocate, serves as Command Ethics Counselor under the Joint Ethics Regulation on conflicts of interest, gifts, financial disclosure, post-employment restrictions, procurement integrity, relations with non-federal entities, etc.
5. Serve as legal liaison representing COMMARFORRES or General Counsel, USMC with other Department of Navy commands, Department of Justice, DoD agencies, other Federal and State agencies or tribunals on Marine Corps Reserve matters in the above areas.

FUNCTIONS OF HEALTH SERVICES SUPPORT OFFICER

The Health Services Support (HSS) Officer is the primary point of contact with respect to all aspects of health service support to the Force. Responsibilities include, but are not limited to the following:

1. Plans, develops policy, and coordinates the medical and dental programs for active duty and SMCR personnel.
2. Monitors, in coordination with AC/S G-1, the administration, assignment, and distribution of active duty Navy personnel assigned to Force units.
3. Assists in administrative matters concerning active duty Navy Personnel to include assignment of primary and collateral duties, the proper exercise of discipline in accordance with current Navy/Marine Corps regulations, and preparation of Navy Officer fitness reports and enlisted performance evaluations.
4. Promulgates correspondence concerning assignment, distribution, and changes to active duty Navy billets within MARFORRES.
5. Assists the MARFORRES Comptroller in identifying medical fiscal requirements and recommends appropriate budget guidance.
6. Monitors the timely submission and quality of fitness reports and enlisted evaluations of active duty Naval medical personnel.
7. Maintains liaison with Commanders, Naval Reserve Force, Naval Surface Reserve Force, Naval Air Reserve Force, HQMC, other adjacent and higher headquarters to coordinate actions involved in the orderly mobilization of MARFORRES Sailors.
8. Develops, publishes, and maintains the Medical SOP.
9. Monitors the maintenance of health records for all personnel assigned to MARFORRES headquarters.
10. Reviews and forwards medical not physically qualified discharge correspondence to the Chief, Bureau of Medicine and Surgery (Code 02D) for Force active duty and reserve personnel.
11. Conducts the medical/dental portion of the Command Inspection Program (CIP).

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12. Acts as the Force Representative to the Navy-Marine Corps HSS Quality Management Board.
13. Provides Corpsman support for official command functions and sponsored community events.
14. Serves as the Occupational Field Sponsor for Navy Medical Officer and Enlisted Operational/Field Medicine communities.
15. Serves as the HSS for MARFORRES, 4th MarDiv, and 4th MAW, in conjunction with the SMCR/Naval Reserve HSS staffs within each MSC.

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FUNCTIONS OF PUBLIC AFFAIRS OFFICER

Performs the following general duties:

1. Directs, manages, coordinates and oversees the overall staff responsibility for all public affairs matters to include internal information, community relations and public information programs.
2. Develops and maintains a SOP for the Force wide conduct of public affairs.
3. Develops and maintains RNET databases on the Public Affairs Navigator, to include the MARFORRES Homepage, to serve as tools in managing, conducting and documenting Force wide public affairs activities.
4. Manages and directs the MARFORRES Community Outreach effort and all related MARFORRES programs.
5. Manages and administers the Community Outreach Operations Plan (COOP) database. Coordinates, supervises and conducts community relations projects and coordinates with Headquarters Marine Corps as appropriate.
6. Publishes the "Continental Marine".
7. Initiates, coordinates and oversees all official MARFORRES headquarters contacts with the community through participation/liaison with community organizations and military-oriented associations.
8. Conducts or supervises all contacts with the local news media. Coordinates national media queries with Headquarters Marine Corps. Develops and issues Force wide Public Affairs Guidance to assist and support all MARFORRES units, and supervise their media relations activities.
9. Coordinates and manages public affairs/audiovisual support for exercises and operations as appropriate.
10. Coordinates and administers public affairs training for active duty and Reserve personnel throughout MARFORRES.
11. Coordinates and manages color guard performances.
12. Directs, supervises and coordinates the activities of the MARFORRES Band, the Training Audio/Visual Unit and the Reproduction Unit.

FUNCTIONS OF THE REGIONAL CONTRACTING OFFICER

The Contracting Officer is a special staff officer under the cognizance of COMMARFORRES. The Contracting Officer is appointed by ADC/S for Installations and Logistics (Contracts), and has unlimited warrant authority. MCO P4200.15G, Marine Corps Purchasing Procedures Manual, assigns the MARFORRES RCO responsibility for procurement support for all MARFORRES sites. Responsibilities include, but are not limited to the following:

1. Management of the MARFORRES purchasing/contracting program for acquisition of mission essential supplies and services that are not available through the Marine Corps supply system, ensuring regulatory and statutory compliance.
2. Advising the COMMARFORRES and staff on procurement-related matters, such as acquisition planning, competition requirements, pre-award considerations, post-award administration, applicable regulatory and statutory requirements.
3. Awarding contracts for supplies/services for site support at all MARFORRES sites. Consolidation of requirements above the micro-purchase threshold, as appropriate.
4. Administration of the Government wide Commercial Purchase Card (GCPC) VISA Program to include: (a) management of 5 GCPC accounts for procurement of supplies and services, procurement and payment of reserve clothing, payment of contract invoices and payment of reserve subsistence; (b) appointment and management of the unit approving officials (AOs) and cardholders, and; (c) conducting GCPC reviews to ensure regulatory and procedural compliance.
5. Management of the RCO Customer Service Database, ensuring up-to-date procurement regulations, instructions, manuals and additional guidance are made available.
6. Providing contingency contracting support for MARFORRES Joint Task Force, Joint Operation Training and annual training exercises as required.
7. Processing ratification of unauthorized commitments and claims against the Government.

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8. Monthly reporting of purchasing and contracting actions to CMC (LBO).
9. Ensuring RCO employees meet the training requirements established by the Defense Acquisition Workforce Improvement Act.
10. Management and supervision of RCO employees.

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FUNCTIONS OF THE SERGEANT MAJOR

1. The Sergeant Major is the senior staff noncommissioned officer in MARFORRES and is a member of the Commander's personal staff and serves as the principal advisor on all enlisted matters. As advisor to, and representative of, the Commander in matters that affect MARFORRES in whole, and enlisted personnel in particular, the Sergeant Major pays particular attention to the following areas:

- a. Performance.
- b. Morale.
- c. Billeting.
- d. Messing Facilities.

2. Guides and assists HQMC, MSCs and Force units in coordinating MARFORRES sergeant major and first sergeant billet assignments.

3. Sits as a member of all appropriate boards, committees, and councils where enlisted representation is required and authorized.

4. Assumes responsibility for the selection, training, and performance of the color guard at parades and ceremonies. Responsible for the custody and use of the National Colors, MARFORRES Colors, personal flag of the Commander and personal flag of dignitaries who are official visitors to MARFORRES.

5. Assists in conducting Request Mast for enlisted personnel. After a request mast has been screened by the AC/S G-7, the Sergeant Major schedules and makes final arrangements for the individual's appearance before the Commander.

6. Accompanies the Commander on all inspections and training visits, unless otherwise directed.

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FUNCTIONS OF THE STAFF JUDGE ADVOCATE

1. The Staff Judge Advocate provides command advice, staff legal review, trial services, litigation support, legal training, and investigative support to the COMMARFORRES; 4th MARDIV; 4th MAW; 4th FSSG; MCRSC; Headquarters Battalion, MARFORRES; Marine Augmentation Command Elements; and all Force level units in the following areas of practice:

a. Military Justice: nonjudicial punishment, courts-martial, preliminary inquiries, nonpunitive measures, search and seizure, victim and witnesses assistance.

b. Involuntary separations: Officer Boards of Inquiry, enlisted administrative separations, and conscientious objectors.

c. Claims and Investigations: Command and Litigation Report investigations, line of duty determinations, claims and litigation for or against the U.S. not involving contracts, business or commercial activities.

d. Government Ethics: Financial disclosure, gifts, travel benefits, relations with and support to Non-Federal entities, conflicts of interest, post government employment restrictions.

e. Civil Law: Freedom of Information Act requests, Privacy Act issues, Soldiers and Sailors Civil Relief Act issues, Uniformed Services Reemployment and Reemployment Rights, Service of Process, Requests for assistance from civil authorities, and jury duty.

f. Military Records: adverse fitness report issues, fitness report appeals & corrections, SRB/OQR entries regarding counseling, NJP, and convictions.

g. Certain Personnel Issues: Request Mast, relief for cause, sexual harassment, complaints of wrong.

h. International and operational law (as required).

i. Congressional and other correspondence regarding legal matters.

2. The Staff Judge Advocate will:

a. Examine, advise and make recommendations on all disciplinary cases forwarded to COMMARFORRES for action.

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b. Review, recommend, and prepare actions on Courts of Inquiry, Article 32 investigations, Command and Litigation Investigations, claims, administrative discharges, courts-martial, and non-judicial punishments requiring advice of a judge advocate.

c. Prepare and promulgate all court-marital orders issued by COMMARFORRES and Headquarters Battalion, MARFORRES.

3. To the extent resources permit, the Staff Judge Advocate will provide legal assistance to military personnel and qualified dependents.

4. The Staff Judge advocate supervises the provision of premobilization legal assistance to reserve units.

5. The Staff Judge Advocate is the command liaison for Naval Criminal Investigative Service for all matters concerning MARFORRES headquarters.

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SAMPLE STAFFING MATRIX

DEPT/MSC	COA 1 (SUMMARIZE)	COA 2 (SUMMARIZE)	COA 3 (SUMMARIZE)	COA 4 (SUMMARIZE)	REMARKS
G-1		X (INDICATE COA CHOSEN)			- IN BULLET FORMAT SUMMARIZE THE COMMENTS OF THE DEPARTMENT/MSC
G-3			X		- XXXXXXXXXXXX - XXXXXXXXXXXX - XXXXXXXXXXXX - XXXXXXXXXXXX
4TH MARDIV		X			- XXXXXXXXXXXX - XXXXXXXXXXXX - XXXXXXXXXXXX - XXXXXXXXXXXX
4TH FSSG	X				- XXXXXXXXXXXX - XXXXXXXXXXXX - XXXXXXXXXXXX
4TH MAW	X				- XXXXXXXXXXXX - XXXXXXXXXXXX - XXXXXXXXXXXX
MCRSC		X			- XXXXXXXXXXXX - XXXXXXXXXXXX - XXXXXXXXXXXX - XXXXXXXXXXXX

SAMPLE DELEGATION LETTER FOR "BY DIRECTION" AUTHORITY

LETTERHEAD

SSIC
DATE

From: Commander, Marine Forces Reserve

To: _____
(Individual Concerned)

Subj: DELEGATION AUTHORITY TO SIGN "BY DIRECTION"

Ref: (a) SECNAVINST 5216.5C
(b) ForO P5000.6A

1. Per the references, you are hereby delegated authority to sign official correspondence "By direction" of the Commander. This authority is limited to matter of a routine nature which is required to conduct the daily business of the _____ (Title of Section) of this Headquarters and does not include any correspondence listed in paragraphs 4100.4b(1) through 4100.4b(6) of reference (b). Should there be any doubt as to the appropriateness of your signature to a particular document, such document will be referred to the Chief of Staff for resolution.

(Signature)

Copy to:
(as appropriate)

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